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LINE	TOPIC AREA	SUBTOPIC	GAO/IG/TESTIMONY ISSUES AND FINDINGS	GAO/IG/TESTIMONY RECOMMENDATION	SOURCE #1	SOURCE #2
1	Administration of Interagency Programs	Feedback	FSS is working with Dun and Bradstreet to develop a feedback system to evaluate the agencies' level of satisfaction with FSS MAS services contracts. [xxviii]			xxviii. Report Number A000897/F/3/V01002, Limited Audit of Federal Supply Services Contracting for Services Under Multiple Award Schedule Contracts, GSA Regional Inspector General for Auditing (JA-3), January 9, 2001
2	Administration of Interagency Programs	Feedback	The government has had long-standing difficulties in managing service contracts and it is clear that agencies are not doing all they can to ensure that they are acquiring services that meet their needs in a timely and cost-effective manner.	Develop performance metrics that provide feedback on how well agency's goals are being achieved. (24)	Contract Management: Services Contracting Trends and Challenges (August 22, 1001 -GAO-01-1074R)	
3	Administration of Interagency Programs	Fee-for-Service	Fee-for-service creates incentive to increase volume to support other programs. Leads to focus on meeting customer demands vice complying with regulations. (5) (moved from Structures/Constructs)	Testimony - No specific recommendation made relative to this issue.	GAO's 2005 High Risk Update-Testimony (February 2005- GAO-05-350T)	
4	Administration of Interagency Programs	Fee-for-Service	Agencies are not identifying accurately or reporting full cost of GWAC programs they are managing. Cannot discern if fees collected are reflection of costs. (19) (moved from Pricing & Cost)	The director of OMB ensure that GWAC executive agents comply with OMB guidance on full cost accounting in establishing their fees and direct GWAC executive agents to provide OMB with (1) annual financial reports containing costs and revenues that summarize annual program results and the need for any fee adjustments and (2) a discussion of how earnings have been used.	Contract Management: Interagency Contract Program Fees Need More Oversight (July 2002- GAO-02-734)	
5	Administration of Interagency Programs	Fee-for-Service	GSA has not adjusted users' fees with growth of IT schedule use. "Hefty earnings" indicate customers overcharged. (19) [Note: GSA has reduced fee.] (moved from Pricing & Cost)	The administrator of GSA adjust the Federal Supply Schedules program fee to reflect costs more closely.	Contract Management: Interagency Contract Program Fees Need More Oversight (July 2002- GAO-02-734)	
6	Administration of Interagency Programs	Fee-for-Service	Conflicting revolving fund guidance exists between GWAC Agencies' and OMB. (19) (moved from Pricing & Cost)	The director of OMB work with GWAC executive agents to address the handling of GWAC earnings, including appropriate disposition of funds and adjustment of fees.	Contract Management: Interagency Contract Program Fees Need More Oversight (July 2002- GAO-02-734)	
7	Administration of Interagency Programs	Management Controls	A number of factors can make these interagency contract vehicles high risk in certain circumstances: (1) they are attracting rapid growth of taxpayer dollars; (2) they are being administered and used by some agencies that have limited expertise with this contracting method; and (3) they contribute to a much more complex environment in which accountability has not always been clearly established.	Require agency management to commit the necessary time, attention, and resources to addressing interagency contract management challenges. [xxvii]		xxvii. GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.
8	Administration of Interagency Programs	Management Controls	Schedules may have been used to circumvent limitations on use of funds or poor planning. (4) (moved from Implementation)	Memorandum required procedures to ensure funding was used in accordance with appropriation limitations.	Proper Use of Non-DoD Contracts; Memorandum for DoD Distribution, October 29, 2004	
9	Administration of Interagency Programs	Management Controls	Most favored customer pricing impacted by decline in pre & post award audits. (3) (see also Pricing)	Ensure that pre-award audits are conducted when the threshold is met for both new contract offers and contract extensions, develop guidance to help contracting officers determine when postaward audits are needed, direct GSA program management to revise the Acquisition Quality Measurement and Improvement Program to measure and report on the performance of the prenegotiation clearance panels, and direct GSA program management to revise the Acquisition Quality Measurement and Improvement Program to broaden the scope of quality review initiative to (1) determine the underlying causes for contract pricing deficiencies and (2) develop appropriate plans to implement corrective actions.	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
10	Administration of Interagency Programs	Management Controls		GSA 05 Proposed Oversight Improvements	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
11	Administration of Interagency Programs	Management Controls		On-line training – to include pricing module	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	

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12	Administration of Interagency Programs	Management Controls		Contract quality = performance measure	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
13	Administration of Interagency Programs	Management Controls		Each center develop improvement plan	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
14	Administration of Interagency Programs	Management Controls	DoD: Contract surveillance not always top priority for contracting officers and managers. (2)	Secretary of Defense should develop practices to help ensure accountability for personnel carrying out surveillance responsibilities and ensure that DOD's service contract review process and associated data collection requirements provide information that will provide more management visibility over contract surveillance.	Contract Management: Opportunities to Improve Surveillance on Department of Defense Service Contracts (March 2005- GAO-05-274)	
15	Administration of Interagency Programs	Management Controls	Inadequate management oversight of pre & post quality review panels.(3)	Direct GSA program management to revise the Acquisition Quality Measurement and Improvement Program to measure and report on the performance of the prenegotiation clearance panels.	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
16	Administration of Interagency Programs	Management Controls	GSA needs to ensure that prices are effectively negotiated for MAS contracts. (3) (see also Pricing- original location)	GAO recommended that the Administrator of the General Services Administration:	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
17	Administration of Interagency Programs	Management Controls		Ensure that pre-award audits are conducted when the threshold is met for both new contract offers and contract extensions, GSA needs to develop guidance to help contracting officers determine when postaward audits are needed.	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
18	Administration of Interagency Programs	Management Controls		Develop guidance to help contracting officers determine when post award audits are needed	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
19	Administration of Interagency Programs	Management Controls		Direct GSA program management to revise the Acquisition Quality Measurement and Improvement Program to measure and report on the performance of the prenegotiation clearance panels	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
20	Administration of Interagency Programs	Management Controls		Direct GSA program management to revise the Acquisition Quality Measurement and Improvement Program to broaden the scope of quality review initiative to (1) determine the underlying causes for contract review deficiencies and (2) develop	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
21	Administration of Interagency Programs	Management Controls	GSA performance measures do focus specifically on the question of whether quality products and services are being provided at competitive prices and significant savings to the government.	FSS has proposed two measures that would provide information on its ability to achieve cost savings. The first of these would examine price competitiveness, as reflected in the discounts obtained when negotiating master contracts. The second would examine the additional discounts that customers obtained when negotiating individual orders.	Contract Management: Roles and Responsibilities of the Federal Supply Service and Federal Technology Service-Testimony (April 2002-GAO-02-560T)	
22	Administration of Interagency Programs	Management Controls	On the face of it, maintaining overlapping programs to provide similar services to agency customers would appear to create the potential for inefficiencies. GSA, though, has little hard data to assess whether inefficiencies have been created. (20)	GSA has embarked on initiatives designed to provide more useful information to assess the performance of FSS and FTS and identify more efficient ways of operating. If successfully implemented, these initiatives also may provide a road map for assessing the performance of other interagency purchasing programs.	Contract Management: Roles and Responsibilities of the Federal Supply Service and Federal Technology Service-Testimony (April 2002-GAO-02-560T)	
23	Administration of Interagency Programs	Management Controls	A number of factors can make these interagency contract vehicles high risk in certain circumstances: (1) they are attracting rapid growth of taxpayer dollars; (2) they are being administered and used by some agencies that have limited expertise with this contracting method; and (3) they contribute to a much more complex environment in which accountability has not always been clearly established.	Provide for enhanced executive branch and congressional oversight. [xii]		xii. GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.
24	Administration of Interagency Programs	Management Controls	Procurements made under GSA schedules for Information Technology (No. 70) and Professional Engineering Services (No. 871) were outside the scope of work for these schedules.	Department of the Interior, Assistant Secretary for Policy, Management and Budget should revise criteria for Alternate Management Control Review of acquisition functions to identify misuse or improper use of contracting authority. [xiii]		xiii. Assignment No. W-EV-OSS-0075-2004, Department of the Interior Inspector General, July 16, 2004, Review of 12 Procurements Placed Under General Services Administration Federal Supply Schedules 70 and 871 by the National Business Center.

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25	Administration of Interagency Programs	Metrics	Success must be measured in terms of the quality of the discussion, the transparency of the information, the meaningfulness of that information to key stakeholders, and how it is used in the decision-making process. The determination of priorities is a function of competing values and interests that may be informed by performance information but also reflects such factors as equity, unmet needs, and the perceived appropriate role of the federal government in addressing these needs.	GPRA & CFO Act established infrastructures to improve information on performance and costs. Congress must understand link between resources and results so it can make trade-offs with understanding of competing claims. (18)	Management Reform: Continuing Progress in Implementing Initiatives in the President's Management Agenda (March 2003- GAO-03-556T)	
26	Administration of Interagency Programs	Policies & Procedures	DoD established procedures for review and approving use of non-DoD contract vehicles when procuring supplies and services. Considerations include:	Whether using vehicle is in best interest of DoD;	"Proper Use of Non-DoD Contracts"; Memorandum for DoD Distribution, October 29, 2004	
27	Administration of Interagency Programs	Policies & Procedures	DoD established procedures for review and approving use of non-DoD contract vehicles when procuring supplies and services. Considerations include:	Satisfying customer requirements; schedule; cost effectiveness; and contract administration;	"Proper Use of Non-DoD Contracts"; Memorandum for DoD Distribution, October 29, 2004	
28	Administration of Interagency Programs	Policies & Procedures	DoD established procedures for review and approving use of non-DoD contract vehicles when procuring supplies and services. Considerations include:	Determining if task is within scope of contract;	"Proper Use of Non-DoD Contracts"; Memorandum for DoD Distribution, October 29, 2004	
29	Administration of Interagency Programs	Policies & Procedures	DoD established procedures for review and approving use of non-DoD contract vehicles when procuring supplies and services. Considerations include:	Reviewing of funding to ensure appropriate use;	"Proper Use of Non-DoD Contracts"; Memorandum for DoD Distribution, October 29, 2004	
30	Administration of Interagency Programs	Policies & Procedures	Failure to follow prescribed procedures designed to ensure fair prices when using schedule contracts to acquire services. Competition requirements were waived for a significant percentage of reviewed orders, frequently based on an expressed preference to retain the services of incumbent contractors.	Adopt clear, consistent, and enforceable policies and processes that balance the need for customer service with the requirements of contract regulations. [xiv]		xiv. GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.
31	Administration of Interagency Programs	Policies & Procedures	No clear rules for use of SBs in schedules. (GWACs WG Mtg) (from Socio-Economic)		(GWACS WG Meeting)	
32	Administration of Interagency Programs	Policies & Procedures	Lack of proper training, guidance, and internal controls on schedule use increases agency's procurement risk and reduces public confidence. (16) (moved from Oversight, placed also in Training)		Federal Procurement; Spending and Workforce Trends (April 2003 - GAO-03-443)	
33	Administration of Interagency Programs	Policies & Procedures	Failure to follow prescribed procedures designed to ensure fair prices when using schedule contracts to acquire services. Competition requirements were waived for a significant percentage of reviewed orders, frequently based on an expressed preference to retain the services of incumbent contractors.	Internal controls and appropriate performance measures would help ensure that policies and processes are implemented and have the desired outcomes. [xv]		xv. GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.
34	Administration of Interagency Programs	Policies & Procedures	DOD and the military departments each have a management structure in place for reviewing individual services acquisitions valued at \$500 million or more, but that approach does not provide a departmentwide assessment of how spending for services could be more effective. (12) (moved from Govt Organizations)	DOD should strengthen its contracting management structure for services and business processes to promote use of best practices such as centralizing key functions, conducting spend analyses, using commodity teams, achieving strategic orientation, reducing purchasing costs, and improving performance. DOD also needs a strategic plan on how the military departments could best accomplish this.	Contract Management: High-Level Attention Needed to Transform DoD Services Acquisition (September 2003 - GAO-03-935)	
35	Administration of Interagency Programs	Policies & Procedures	Procurements made under GSA schedules for Information Technology (No. 70) and Professional Engineering Services (No. 871) were outside the scope of work for these schedules.	Department of the Interior, Assistant Secretary for Policy, Management and Budget should develop formal policies, procedures, and process controls to address problems identified in our report and by GSA and other organizations. Perform another Alternative Management Control Review of NBC acquisition functions in 2005. [xvi]		xvi. Assignment No. W-EV-OSS-0075-2004, Department of the Interior Inspector General, July 16, 2004, Review of 12 Procurements Placed Under General Services Administration Federal Supply Schedules 70 and 871 by the National Business Center.

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36	Administration of Interagency Programs	Policies & Procedures	GSA needs to take a more active role in helping federal agencies reduce the overall cost of their FSS and FTS purchases. Because agencies' processes for establishing requirements for FSS and FTS products and services are generally decentralized and uncoordinated, agencies lack knowledge of the extent to which purchases overlap and buying power is diluted. GSA is in a unique position to help agencies analyze their spending agencywide and identify opportunities to coordinate their requirements.	GSA needs to help agencies take a more strategic approach to coordinating their procurement requirements to better leverage buying power and obtain the most advantageous Ts&Cs. (11) (Moved from Govt Organizations)	Contract Management: Restructuring GSA's Federal Supply Service and Federal Technology Service (Testimony) (October 2003 - GAO-04-132T)	
37	Administration of Interagency Programs	Policies & Procedures	DoD complied with 2002 national defense authorization requirements by establishing reviews of acquisitions above \$500M for adherence to performance-based, competition and other contracting requirements. Per GAO, it has not led to centralized responsibility, visibility, or accountability over majority of contracting for services. (12) (moved from Govt Organizations)	The Secretary of Defense direct the USD (AT&L) to work with the military departments and the defense agencies to further strengthen the management structure. Also, that the Secretary of Defense direct the Under Secretary to develop a strategic plan with guidance for the military departments and the defense agencies on how to carry out their responsibilities for managing acquisition of services.	Contract Management: High-Level Attention Needed to Transform DoD Services Acquisition (September 2003 - GAO-03-935)	
38	Administration of Interagency Programs	Policies & Procedures	DoD's management structure does not adequately promote a strategic orientation across the department by setting performance goals, including savings goals, and ensuring accountability for achieving them.	DoD needs to establish strategic plan that provides road map for transforming its services contracting process to help DoD ensure that early initiatives lead to lower costs and improved acquisition of services. (12)-(Moved from Govt Organizations)	Contract Management: High-Level Attention Needed to Transform DoD Services Acquisition (September 2003 - GAO-03-935)	
39	Administration of Interagency Programs	Policies & Procedures	Federal agencies have substantially increased their purchases of services, particularly for information technology and professional, administrative, and management support. This money, however, is not always well-spent. Millions of service contract dollars are at risk at defense and civilian	Best Practices for Service Acquisitions – Government should adopt a more strategic perspective focusing on what is good for the "company" as a whole, rather than just individual business units. Take an enterprise approach. (21) (Moved from Govt Organizations)	Contract Management: Taking a Strategic Approach to Improving Service Acquisitions (Testimony) (March 7, 2002-GAO-02-499T)	
40	Administration of Interagency Programs	Policies & Procedures	It is not always clear where the responsibility lies for such critical functions as describing requirements, negotiating terms, and conducting oversight. Several parties—the requiring agency, the ordering agency, and in some cases the contractor—are involved with these functions. But, as the number of parties grows, so too does the need to ensure accountability.	Clarify who has responsibility for critical functions; it can be difficult to determine who has responsibility for describing requirements, negotiating terms, & conducting oversight. (5) (Moved from Implementation)	GAO's 2005 High Risk Update-Testimony (February 2005- GAO-05-350T)	
41	Administration of Interagency Programs	Policies & Procedures	DoD and GSA IG reports identified several issues associated with DoD's use of non-DoD contracts for the acquisition of supplies and services. Non-DoD contracts may not be used to circumvent conditions and limitations imposed on the use of funds, nor are they a substitute for poor acquisition planning.	Providing unique terms, condition & requirement for incorporation into order to comply with DoD unique requirements. (4) (Moved from Implementation)	"Proper Use of Non-DoD Contracts"; Memorandum for DoD Distribution, October 29, 2004	
42	Administration of Interagency Programs	Policies & Procedures	Our work, together with that of some agency inspectors general, has revealed instances of improper use of interagency contracts.	Adopt clear, consistent, and enforceable policies and processes that balance need for customer satisfaction against requirements of contract regulations. (5) Moved from Oversight)	GAO's 2005 High Risk Update-Testimony (February 2005- GAO-05-350T)	
43	Administration of Interagency Programs	Pricing and Cost	Number of pre & post award audits declining which impacts efforts to ensure most favored customer pricing. (3) (see also Oversight)	Broaden scope of GSA's Acquisition Quality Measurement and Improvement Program to determine cause of pricing deficiencies and develop corrective plans. (3)	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
44	Administration of Interagency Programs	Pricing and Cost	Agencies are not taking advantage of price negotiations for lower rates with task orders for volume buying	Recommend FAR change requiring agencies with task orders exceeding the maximum order to request lower rates, resulting in savings to the Government. [xvii]		xvii. Report Number A000897/F/3/V01002, GSA Regional Inspector General for Auditing (JA-3), January 9, 2001, Limited Audit of Federal Supply Services Contracting for Services Under Multiple Award Schedule Contracts.
45	Administration of Interagency Programs	Pricing and Cost	Agencies are not taking advantage of price negotiations for lower rates with task orders for volume buying	Change the FAR to require agencies using the MAS services schedules to attempt to obtain better-than-negotiated pricing on large procurements. [xviii]		xviii. Report Number A000897/F/3/V01002, GSA Regional Inspector General for Auditing (JA-3), January 9, 2001, Limited Audit of Federal Supply Services Contracting for Services Under Multiple Award Schedule Contracts.

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46	Administration of Interagency Programs	Pricing and Cost	GSA's recent actions do not focus on leveraging the government's buying power to reduce the cost of government purchasing. Processes for establishing requirements for products and services at many agencies are generally decentralized and uncoordinated, and GSA needs to take a more active role in helping to coordinate purchases and improve the ability to leverage federal buying power and obtain the most advantageous terms and conditions.	GSA needs to help agencies take more strategic approach to coordinating their procurement requirements to better leverage buying power and obtain most advantageous terms and conditions. (11)	Contract Management: Restructuring GSA's Federal Supply Service and Federal Technology Service (Testimony) (October 2003 - GAO-04-132T)	
47	Administration of Interagency Programs	Pricing and Cost	Most favored pricing not consistently negotiated. GSA contract files lacking in sufficient documentation to clearly establish effectively negotiated contracts. (3)	Broaden scope of GSA's Acquisition Quality Measurement and Improvement Program to determine cause of pricing deficiencies and develop corrective plans. (3)	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
48	Administration of Interagency Programs	Pricing and Cost	Buying power diluted when minimums go to all contract holders. (GWACs WG Mtg)		(GWACS WG Meeting)	
49	Administration of Interagency Programs	Pricing and Cost	GSA needs to ensure that prices are effectively negotiated for MAS contracts.	Broaden scope of GSA's Acquisition Quality Measurement and Improvement Program to determine cause of pricing deficiencies and develop corrective plans. (3)	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
50	Administration of Interagency Programs	Pricing and Cost	Treatment of ODCs inconsistent between schedule contracts and within GSA (1)	BEST PRACTICES. Establishing a "best practices clearinghouse" sponsored by Government and industry for dissemination of information regarding Schedule contracting, including the treatment of ODCs. (1)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
51	Administration of Interagency Programs	Pricing and Cost	Comparison of prices for services more difficult than for products. (May need more hours when rates cheaper.) (GWACs WG Mtg) (Moved from Structure/Constructs)		(GWACS WG Meeting)	
52	Administration of Interagency Programs	Pricing and Cost	Private sector experience suggests that agencies that start with effective spend analysis programs will be better able to institute the changes needed to move into a more coordinated, leveraged purchasing environment.	Pursue "Spend Analysis" tools to gather knowledge about buyers, suppliers, dollars spent for what types of goods and services, and obtain opportunities to leverage buying power. (7) (Moved from Implementation)	Best Practices: Using Spend Analysis to Help Agencies Take a More Strategic Approach to Procurement, (September 2004 - GAO-04-870)	
53	Administration of Interagency Programs	Roles & responsibilities	Not always clear where responsibilities for critical functions lie between requiring agency, ordering agency, and contractor.	Clarify where responsibility lies for describing requirements, negotiating terms, and conducting oversight. Requiring agency, the ordering agency, and sometimes the contractor – are involved. (5) (Moved from Oversight)	High Risk Series: An Update (January 2005 - GAO-05-207)	High Risk Series: An Update (January 2005 - GAO-05-207)
54	Administration of Interagency Programs	Structures/ Constructs of Contract Vehicles and Schedule Program	Contract segregated by service/product so solutions require multiple vehicles. (RFQs confined to 1 schedule). Impact: Stove-piping "confounds" Government buyer. (1)	GSA needs to restructure the overall the Schedules program. This requires determining customer needs and business model(s) needed to support them. (1)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
55	Administration of Interagency Programs	Structures/ Constructs of Contract Vehicles and Schedule Program	Provide uniform internal control and oversight of Schedule use. For example, the Defense Department's use of an Interior Department Schedule to acquire interrogators was not under the control of GSA - and the problems resulting from that Schedules contract may have been avoided if there had been more uniform management controls.	CONSOLIDATING INDIVIDUAL AGENCY SCHEDULES. Considering the feasibility of consolidating all individual agency Schedules under the jurisdiction of GSA. (1)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
56	Administration of Interagency Programs	Tools	As the number of MAS contracts managed increased, the number of FSS contract specialists remained relatively stable, ranging from 512 in fiscal year 1997 to 503 in fiscal year 2001. . . . Additionally, GSA has initiated some technology and process improvements, such as E-Buy and E- Offer, to help contract negotiators better manage the increasing workload. (3)		Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
57	Competition	Acquisition Planning/Suitability of Contract Vehicle	Contracting organizations did not adequately plan and ensure that work was suitable for multiple award contracts. . . . Inadequate planning contributed to lack of success.	Instruct contracting officials that adequate planning requires an assessment of the suitability of the work under consideration, for a multiple award situation.		ix. DoD IG Report n. D-2001-189, September 30, 2001, Multiple Award Contracts for Services.

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58	Competition	Acquisition Planning/Suitability of Contract Vehicle		COMMERCIALITY. Considering whether the services on the Schedule are truly commercial in nature. If they are not, should those services be the subject of separate contract vehicles (under the regular FAR contracting process) involving specific capability requirements and technical proposal requirements? (1) (Moved from Implementation)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
59	Competition	Acquisition Planning/Suitability of Contract Vehicle		COST-BENEFIT ANALYSIS. Planning individual agency acquisition strategies should involve conducting a cost-benefit analysis on whether Schedule use or the normal FAR contract process provides the most benefit to the agency's mission and the U.S. taxpayer. F11 (1) (Moved from Implementation)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
60	Competition	Barriers influencing contractors not to compete	Business judgment – prospect of winning balanced with proposal prep cost (8) and GAO/NSIAD-00-56	To encourage competition in awarding task orders under multiple-award and supply schedule contracts, we are making three recommendations to the Secretary of Defense to develop additional guidance on the circumstances under which competition may be waived, require detailed documentation to support competition waivers, and establish approval levels above the contracting officer for waivers of competition on orders exceeding specified thresholds.	Contract Management: Guidance Needed to Promote Competition for Defense Task Orders (July 2004 - GAO-04-874)	
61	Competition	Barriers influencing contractors not to compete	Existence of strong qualified incumbent (8) and GAO/NSIAD-00-56	To encourage competition in awarding task orders under multiple-award and supply schedule contracts, we are making three recommendations to the Secretary of Defense to develop additional guidance on the circumstances under which competition may be waived, require detailed documentation to support competition waivers, and establish approval levels above the contracting officer for waivers of competition on orders exceeding specified thresholds.	Contract Management: Guidance Needed to Promote Competition for Defense Task Orders (July 2004 - GAO-04-874)	
62	Competition	Barriers influencing contractors not to compete	Unreasonably short time frames for proposal prep (8) and GAO/NSIAD-00-56	To encourage competition in awarding task orders under multiple-award and supply schedule contracts, we are making three recommendations to the Secretary of Defense to develop additional guidance on the circumstances under which competition may be waived, require detailed documentation to support competition waivers, and establish approval levels above the contracting officer for waivers of competition on orders exceeding specified thresholds.	Contract Management: Guidance Needed to Promote Competition for Defense Task Orders (July 2004 - GAO-04-874)	
63	Competition	Barriers influencing contractors not to compete	Selection criteria favoring incumbent (8) and GAO/NSIAD-00-56	To encourage competition in awarding task orders under multiple-award and supply schedule contracts, we are making three recommendations to the Secretary of Defense to develop additional guidance on the circumstances under which competition may be waived, require detailed documentation to support competition waivers, and establish approval levels above the contracting officer for waivers of competition on orders exceeding specified thresholds.	Contract Management: Guidance Needed to Promote Competition for Defense Task Orders (July 2004 - GAO-04-874)	
64	Competition	Barriers influencing contractors not to compete	Assumed strong working relationships with Program Offices and incumbent (8)	To encourage competition in awarding task orders under multiple-award and supply schedule contracts, we are making three recommendations to the Secretary of Defense to develop additional guidance on the circumstances under which competition may be waived, require detailed documentation to support competition waivers, and establish approval levels above the contracting officer for waivers of competition on orders exceeding specified thresholds.	Contract Management: Guidance Needed to Promote Competition for Defense Task Orders (July 2004 - GAO-04-874)	

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65	Competition	Barriers influencing contractors not to compete	Incumbent more likely to understand requirement (8) (moved from Implementation)	To encourage competition in awarding task orders under multiple-award and supply schedule contracts, we are making three recommendations to the Secretary of Defense to develop additional guidance on the circumstances under which competition may be waived, require detailed documentation to support competition waivers, and establish approval levels above the contracting officer for waivers of competition on orders exceeding specified thresholds.	Contract Management: Guidance Needed to Promote Competition for Defense Task Orders (July 2004 - GAO-04-874)	
66	Competition	Barriers influencing contractors not to compete	Did not obtain adequate competition (e.g., split requirements, misused 8(a) process, directed subcontract to large business, improper use of FSS)	Improve contracting practices within the CSC in the Northwest/Arctic Region, especially with regard to obtaining adequate competition. [viii]		viii. Alert Report on Audit of Federal Technology Service's Client Support Centers, Report Number A020144/T/5/W03001, Regional Inspector General for Auditing, Great Lakes Region (JA-5), March 6, 2003.
67	Competition	Barriers influencing contractors not to compete	FTS inadequate competition and lacks other sound procurement practices	FTS develop additional performance measures for the CSCs that promote competition and other sound procurement practices. [vi]		vii. GSA IG, December 14, 2004, Compendium of Audits of the Federal Technology Service Regional Client Support Centers.
68	Competition	Barriers influencing contractors not to compete	Industry perception of inadequate competition. (1)) (moved from Implementation)	TRANSPARENCY. Improving transparency in placement of GSA task orders. Many of the current problems cited in Schedule contracting fall into one or two categories: poor or questionable decisions by ordering activities in selecting Schedule contract vehicles, and perceptions of less than adequate competition in placing Schedule orders.	Testimony of Vic Avelissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
19	Competition	Fair Opportunity	Most orders awarded through fair opportunity process, some exceptions not adequately justified. (13)) (moved from Implementation)	Recommend that both the Secretaries of Veterans Affairs and Health and Human Services should review the guidance and training provided to their contracting officials to ensure that the regulations are properly understood and applied.	Contract Management: Civilian Agency Compliance with Revised Task and Delivery Order Regulations (August 2003 - GAO-03-983)	
20	Competition	Fair Opportunity	Did not provide all multiple award contractors fair opportunity to be considered and obtain benefits as sustained competition.	Require the senior contracting officials or ombudsman to sign each justification for exception when the contracting organization is below the DoD goal.		ix. DoD IG Report n. D-2001-189, September 30, 2001, Multiple Award Contracts for Services.
21	Competition	Fair Opportunity	Contracting officers misused "logical follow-on" exemption for work outside the multiple award contract. That exemption only applies to the current MAC and does not apply to prior contracts or subcontracts awarded outside the MAC.	Remind contracting officials that the use of logical follow-on only applies to the current multiple award contract and does not apply to prior contracts or subcontracts awarded outside the multiple award contract. [ix]		ix. DoD IG Report n. D-2001-189, September 30, 2001, Multiple Award Contracts for Services.
22	Competition	FSS-Competitive Quotes	[DoD contracting officers not following GSA FSS Sole Source procedures; e.g., seeking competitive quotes]]	Revise the Federal Acquisition Regulation (FAR) to incorporate the requirements contained in the ordering procedures for services to obtain competitive quotes. The Regulation should clearly describe the procedures and when they should be used. [iv]		iv. GAO-01-125, November 2000, CONTRACT MANAGEMENT, Not Following Procedures Undermines Best Pricing Under GSA's Schedule.
23	Competition	FSS-Competitive Quotes	[DoD contracting officers not following GSA FSS Sole Source procedures; e.g., seeking competitive quotes]]	Revise the FAR to address whether sole-source orders for services may be placed using the Federal Supply Schedule. If sole-source orders are allowed, the guidance should provide instructions on what steps contracting officers should take to ensure that prices are fair and reasonable and that orders result in the lowest overall cost alternative meeting the government's needs. [v]		v. GAO-01-125, November 2000, CONTRACT MANAGEMENT, Not Following Procedures Undermines Best Pricing Under GSA's Schedule
24	Competition	FSS-Competitive Quotes	[DoD contracting officers not following GSA FSS Sole Source procedures; e.g., seeking competitive quotes]]	The Administrator of General Services should contact contracting agencies to ensure that the agencies are aware of the ordering procedures for services and emphasize the need for seeking competitive quotes. [vi]		vi. GAO-01-125, November 2000, CONTRACT MANAGEMENT, Not Following Procedures Undermines Best Pricing Under GSA's Schedule

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LINE	TOPIC AREA	SUBTOPIC	GAO/IG/TESTIMONY ISSUES AND FINDINGS	GAO/IG/TESTIMONY RECOMMENDATION	SOURCE #1	SOURCE #2
25	Competition	Small Business	SBs not afforded opportunity to compete (10) (17) (22) (from Socio-Economic)	<p>Director, Office of Management and Budget, ensure that planned FPDS reliability improvements include accurate agency reporting to provide uniform and reliable contract bundling information and direct the Administrator, OFPP, to establish metrics to measure contract bundling and the extent to which contract bundling impacts contracting opportunities for small businesses. And, the Administrator, SBA, expedite the dissemination of best practices to maximize small business contract opportunities for incorporation into agencies' training courses, as required by the OFPP strategy.</p> <p>SBA strategically assess, evaluate, and plan the number of staff needed to meet their contract bundling and subcontract surveillance responsibilities—including assessing the impact of assigning multiple roles to its staff, identifying training needs, and assessing the effectiveness of its compliance-monitoring methods.</p> <p>The Office of Federal Procurement Policy established A Strategy for Increasing Federal Contracting Opportunities for Small Business, which included nine specific actions: to address contract bundling in the executive branch.</p>	<p>Contract Management: Impact of Strategy to Mitigate Effects of Contract Bundling on Small Business is Uncertain (May 2004 - GAO-04-454) (10)</p> <p>Small Business Contracting: Concerns About the Administration's Plan to Address Contract Bundling Issues (Testimony) (March 2003 - GAO-03-559T) (17)</p> <p>Contract Bundling - A Strategy for Increasing Federal Contracting Opportunities for Small Business (October 2002--OFPP) (22)</p>	
26	Competition	Waivers of Competition	Inadequate competition (1)	<p>TRAINING. Improved training on proper use of Schedule contracts and obtaining competition in placing orders requires immediate attention.</p> <p>TRANSPARENCY. Improving transparency in placement of GSA task orders. Many of the current problems cited in Schedule contracting fall into one or two categories: poor or questionable decisions by ordering activities in selecting Schedule contract vehicles; and perceptions of less than adequate competition in placing Schedule orders.</p>	Testimony of Vic Avetissian, Northrop Grumman Corp. Chairman of Public Policy Council for the Contract Services Association of America (CSA): Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
27	Competition	Waivers of Competition	At DoD, competition waived for many supply schedule orders based on preference to retain incumbent. (5)	DoD agreed to 1) develop guidance, 2) require documentation to support waivers, and 3) establish approval authorities on value of orders.	GAO's 2005 High Risk Update-Testimony (February 2005- GAO-05-350T)	
28	Competition	Waivers of Competition	Competition requirements were waived for nearly half (34 of 74) of the multiple-award contract and federal supply schedule orders GAO reviewed.	To encourage competition in awarding task orders under multiple-award and supply schedule contracts, we are making three recommendations to the Secretary of Defense to develop additional guidance on the circumstances under which competition may be waived, require detailed documentation to support competition waivers, and establish approval levels above the contracting officer for waivers of competition on orders exceeding specified thresholds. [I]		i. Contract Management: Guidance Needed to Promote Competition for Defense Task Orders (July 2004 - GAO-04-874)
29	Competition	Waivers of Competition	DoD challenge: Strike balance between achieving competition and retaining incumbent. Use of waivers to competition hinders ability to solve problems and provide best value for taxpayer. (8) (moved from Implementation)	To encourage competition in awarding task orders under multiple-award and supply schedule contracts, we are making three recommendations to the Secretary of Defense to develop additional guidance on the circumstances under which competition may be waived, require detailed documentation to support competition waivers, and establish approval levels above the contracting officer for waivers of competition on orders exceeding specified thresholds.	Contract Management: Guidance Needed to Promote Competition for Defense Task Orders (July 2004 - GAO-04-874)	
30	Government Organizations (GSA/DoD); Strategic Approaches to Structures & Processes	GSA Structure & Operating Procedures	GSA Command & Control "broken" & contributes to inability to properly function.	Improve consistency of management within GSA:		vii. GSA IG, December 14, 2004, Compendium of Audits of the Federal Technology Service Regional Client Support Centers.

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31	Government Organizations (GSA/DoD); Strategic Approaches to Structures & Processes	GSA Structure & Operating Procedures		Eliminating some of the regional offices/political appointees not necessary.	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
32	Government Organizations (GSA/DoD); Strategic Approaches to Structures & Processes	GSA Structure & Operating Procedures	The results of the audit included a number of issues (e.g., Sole Source Awards, Misuse of Small Business 8(a) Sole Source Authority, Work Outside of the Contract Scope on Other Contracts, Inappropriate Use of the IT Fund, Improper Order Modifications Extended the Time Period For Re-Competition and Resulted in Cost Growth, Frequent Use of Time and Materials Tasks, Documentation Lacking to Assure Reasonable Pricing, Questionable Contracting Practices).	The Commissioner, FTS, should analyze the problems identified and determine what changes are needed in the structure, operations and mission of the CSCs, mix of resources, and management control processes to align policies and procedures with laws and regulations and GSA's own core values in ensuring the Government obtains best value.		Audit of Federal Technology Service's Client Support Centers, Report Number A020144/T/5/Z04002, January 8, 2004
33	Government Organizations (GSA/DoD); Strategic Approaches to Structures & Processes	GSA Structure & Operating Procedures	Under the current command and control structure GSA Regional elements of FSS, FTS and PBS, look up vertically to the leadership within their Region, they do not look to the Washington headquarters components of the FSS/FTS/PBS for process, procedure, policy and implementing guidance, etc. As a result, there is little consistency in how the various services (FSS/FTS/PBS) operate. (1)	The command/control and reporting relationships between the Washington headquarters office for the GSA business entities (FSS, FTS, PBS) and the elements of the FSS, FTS, and the PBS that operate in the Regions needs to change. (1)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
34	Government Organizations (GSA/DoD); Strategic Approaches to Structures & Processes	GSA Structure & Operating Procedures	The command and control structure (i.e., the FSS/FTS/PBS offices within the Washington headquarters, and the 11 Regional offices, which are each headed up by a political appointee) is currently broken and contributes to numerous problems with GSA's ability to properly function; improved consistency of management operations within all GSA operations is needed.	The command/control and reporting relationships between the Washington headquarters office for the GSA business entities (FSS, FTS, PBS) and the elements of the FSS, FTS, and the PBS that operate in the Regions needs to change. (1)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
35	Government Organizations (GSA/DoD); Strategic Approaches to Structures & Processes	GSA Structure & Operating Procedures	Customers and industry are frequently confused about what is being done or how things are done, how they are priced, and what they are paying for. These inconsistencies have been a major source of problems identified by GSA initiated audits of the various Regional CSCs and they often breed "answer shopping" across Regions until one finds an answer they like. (1)	The command/control and reporting relationships between the Washington headquarters office for the GSA business entities (FSS, FTS, PBS) and the elements of the FSS, FTS, and the PBS that operate in the Regions needs to change. (1)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
36	Government Organizations (GSA/DoD); Strategic Approaches to Structures & Processes	Roles & responsibilities	Potential inefficient overlap because FSS & FTS provide similar IT products & services using many of same vendors. Impact: Increased costs to industry to prepare separate proposals. Costs to GSA to administer. (11)(20) (moved from Structures/Constructs)		Contract Management: Restructuring GSA's Federal Supply Service and Federal Technology Service (Testimony) (October 2003 - GAO-04-132T) (11) Contract Management: Roles and Responsibilities of the Federal Supply Service and Federal Technology Service- Testimony (April 2002-GAO-02-560T) (20)	
37	Government Organizations (GSA/DoD); Strategic Approaches to Structures & Processes	Roles & responsibilities	Agency policies and procedures do not yet clearly delineate the roles and responsibilities of IT and acquisition officials to ensure accountability for capital planning and investment control for IT goods and services. Consequently, without clear lines of responsibility, the benefits of capital planning provisions may not be achieved.	To ensure accountability for capital planning and investment control requirements for IT goods and services, we recommend that the Director of the Office of Management and Budget, working with the Federal Acquisition Council and the CIO council, clarify the roles and responsibilities of the acquisition and information technology communities for capital planning for IT products and services.[xi]		xi. GAO-03-983, August 2003, CONTRACT MANAGEMENT, Civilian Agency Compliance with Revised Task and Delivery Order Regulations.
38	Government Organizations (GSA/DoD); Strategic Approaches to Structures & Processes	Strategic Planning	A number of factors can make these interagency contract vehicles high risk in certain circumstances: (1) they are attracting rapid growth of taxpayer dollars; (2) they are being administered and used by some agencies that have limited expertise with this contracting method; and (3) they contribute to a much more complex environment in which accountability has not always been clearly established.	Efforts to improve the contracting function must be linked to agency strategic plans. [xxvi]		xxvi. GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.

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LINE	TOPIC AREA	SUBTOPIC	GAO/IG/TESTIMONY ISSUES AND FINDINGS	GAO/IG/TESTIMONY RECOMMENDATION	SOURCE #1	SOURCE #2
39	Inappropriate Use of Other Agency Ordering Vehicles	Scope	Procurements made under GSA schedules for Information Technology (No. 70) and Professional Engineering Services (No. 871) were outside the scope of work for these schedules. [xvii]	Department of the Interior, Assistant Secretary for Policy, Management and Budget should terminate all active orders and contracts that are not within the scope of GSA schedules. [xvii]		xii. Assignment No. W-EV-OSS-0075-2004, Department of the Interior Inspector General, July 16, 2004, Review of 12 Procurements Placed Under General Services Administration Federal Supply Schedules 70 and 871 by the National Business Center.
40	Inappropriate Use of Other Agency Ordering Vehicles	Scope	Some DoD orders out of scope of underlying schedules. (Example: Iraq interrogators under GSA IT services schedule.) (5)		GAO's 2005 High Risk Update-Testimony (February 2005-GAO-05-350T)	
41	Inappropriate Use of Other Agency Ordering Vehicles	Scope	Contractors "penalized for mistakes" caused by ill-defined scope or urgency. (1)	OMBUDSMEN. Establishing "Schedule Ombudsmen" within buying agencies and GSA, and empower them to receive and correct complaints about out-of-scope contracting without attribution.	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
42	Inappropriate Use of Other Agency Ordering Vehicles	Scope	Many current problems from poor or questionable selection of schedule contract vehicles. (1) (moved from Implementation)	TRANSPARENCY. Improving transparency in placement of GSA task orders.	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
46	Inappropriate Use of Other Agency Ordering Vehicles	Scope		Establish "Schedule Ombudsmen" within agencies and GSA. Empower them to receive and correct complaints about out-of-scope contracting without attribution. (1) (Moved from Govt Organizations)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
47	Services Acquisition	DoD Management of Services Acquisition	"DoD should strengthen its contracting management structure for services and business processes to promote use of best practices such as:	Consider use of best practices such as centralizing key functions	Contract Management: High-Level Attention Needed to Transform DoD Services Acquisition (September 2003 - GAO-03-935)	
48	Services Acquisition	DoD Management of Services Acquisition	"DoD should strengthen its contracting management structure for services and business processes to promote use of best practices such as:	Consider use of best practices such as- conducting spend analyses	Contract Management: High-Level Attention Needed to Transform DoD Services Acquisition (September 2003 - GAO-03-935)	
49	Services Acquisition	DoD Management of Services Acquisition	"DoD should strengthen its contracting management structure for services and business processes to promote use of best practices such as:	Consider use of best practices such as- using commodity teams	Contract Management: High-Level Attention Needed to Transform DoD Services Acquisition (September 2003 - GAO-03-935)	
50	Services Acquisition	DoD Management of Services Acquisition	"DoD should strengthen its contracting management structure for services and business processes to promote use of best practices such as:	Consider use of best practices such as- achieving strategic orientation	Contract Management: High-Level Attention Needed to Transform DoD Services Acquisition (September 2003 - GAO-03-935)	
51	Services Acquisition	DoD Management of Services Acquisition	"DoD should strengthen its contracting management structure for services and business processes to promote use of best practices such as:	Consider use of best practices such as- reducing purchasing costs, and	Contract Management: High-Level Attention Needed to Transform DoD Services Acquisition (September 2003 - GAO-03-935)	
52	Services Acquisition	DoD Management of Services Acquisition	"DoD should strengthen its contracting management structure for services and business processes to promote use of best practices such as:	Consider use of best practices such as- improving performance. (12)	Contract Management: High-Level Attention Needed to Transform DoD Services Acquisition (September 2003 - GAO-03-935)	
53	Socio-Economic	Small Business Concerns	Contract Bundling. Without metrics and reliable data, it will be difficult to gauge agency efforts to identify and eliminate contracts that are unnecessarily bundled.	OMB needs to develop metrics and improve oversight on FPDS reporting processes to provide uniform and reliable information. (10)	Contract Management: Impact of Strategy to Mitigate Effects of Contract Bundling on Small Business is Uncertain (May 2004 - GAO-04-454)	
54	Socio-Economic	Small Business Concerns	Need to eliminate unnecessary contract bundling and mitigate the effects of necessary contract bundling.	Strengthen FAR and SBA regulations—annual requirements for agencies to assess extent which SB receives fair share of federal procurements (17)	Small Business Contracting: Concerns About the Administration's Plan to Address Contract Bundling Issues (Testimony) (March 2003 - GAO-03-559T)	
55	Socio-Economic	Small Business Concerns	Inaccurate and inconsistent business size data. (15)	SBA proposed companies receiving multiple award contracts (MACs) re-certify annually and make public. Allow interested parties to challenge re-certifications. OFPP requires yearly re-cert for GWACs. GSA policy requires re-cert at option renewal (15)	Contract Management: Reporting of Small Business Contract Awards Does Not Reflect Current Business Size (May 2003 - GAO-03-704T)	
56	Statutory/Policy	Definitions	Definition of "Services" evolving (example: NASA Launch Services) (GWACs WG Mtg) (moved from Structures/Constructs)	Provide expanded definitions	(GWACs WG Mtg)	
57	Structure & Organization	Roles & Responsibilities	The government has had long-standing difficulties in managing service contracts and it is clear that agencies are not doing all they can to ensure that they are acquiring services that meet their needs in a timely and cost-effective manner.	Include entire acquisition team in process & devote sufficient time to clearly define requirements	Contract Management: Services Contracting Trends and Challenges (August 22, 1001 -GAO-01-1074R)	

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58	Structure & Organization	Roles & Responsibilities	Regulations on capital planning and investment controls for purchases of IT were effective August 2002, agencies are still trying to determine how to comply with them and who is responsible.	The Director of the Office of Management and Budget, the Federal Acquisition Council and the CIO council should clarify the roles and responsibilities of the acquisition and information technology communities for capital planning for IT products and services. (xx)		xx. GAO-03-983, August 2003, CONTRACT MANAGEMENT, Civilian Agency Compliance with Revised Task and Delivery Order Regulations.
59	Workforce	Human Capital	<i>Leadership:</i> Top leadership in agencies must provide the committed and inspired attention needed to address human capital and related organizational transformation issues. (18)	One step in meeting the government's human capital challenges is for agency leaders to identify and make use of all the appropriate administrative authorities available to them to manage their people both effectively and equitably.	Management Reform: Continuing Progress in Implementing Initiatives in the President's Management Agenda (March 2003- GAO-03-556T)	
60	Workforce	Human Capital	<i>Strategic human capital planning:</i> Agencies' human capital planning efforts need to be more fully and demonstrably integrated with mission and critical program goals. (18)	Another step in meeting the government's human capital challenges is for policymakers to continue to pursue incremental legislative reforms to give agencies additional tools and flexibilities to hire, manage, and retain the human capital they need, particularly in critical occupations.	Management Reform: Continuing Progress in Implementing Initiatives in the President's Management Agenda (March 2003- GAO-03-556T)	
61	Workforce	Human Capital	<i>Acquiring, developing, and retaining talent:</i> Additional efforts are needed to improve recruiting, hiring, professional development, and retention strategies to ensure that agencies have the needed talent. (18)		Management Reform: Continuing Progress in Implementing Initiatives in the President's Management Agenda (March 2003- GAO-03-556T)	
62	Workforce	Human Capital	<i>Results-oriented organizational cultures:</i> Agencies continue to lack organizational cultures that promote high performance and accountability and that empower and include employees in setting and accomplishing programmatic goals. (18)	Federal agencies need to continue to incorporate a crucial ingredient found in successful organizations: organizational cultures that promote high performance and accountability.	Management Reform: Continuing Progress in Implementing Initiatives in the President's Management Agenda (March 2003- GAO-03-556T)	
63	Workforce	Human Capital		Requirements (assessing the knowledge and skills needed) (21)	Contract Management: Taking a Strategic Approach to Improving Service Acquisitions (Testimony) (March 7, 2002-GAO-02-499T)	
64	Workforce	Human Capital		Inventory (gap analysis) (21)	Contract Management: Taking a Strategic Approach to Improving Service Acquisitions (Testimony) (March 7, 2002-GAO-02-499T)	
65	Workforce	Human Capital		Workforce strategies and plans (develop strategies for hiring, training and professional development to fill gap between requirements and staffing) (21)	Contract Management: Taking a Strategic Approach to Improving Service Acquisitions (Testimony) (March 7, 2002-GAO-02-499T)	
66	Workforce	Human Capital		Progress evaluation – evaluate process to continuously improve organizations' human capital strategies (21)	Contract Management: Taking a Strategic Approach to Improving Service Acquisitions (Testimony) (March 7, 2002-GAO-02-499T)	
67	Workforce	Human Capital	"... Problem is not federal employees...it is lack of a consistent strategic approach to marshaling, managing and maintaining the human capital needed to maximize government performance and ensure its capacity to perform, and represent the knowledge base of the organization." (18)	OMB's support will be needed as agencies identify targeted investment opportunities to address human capital shortfalls. Over time, comprehensive human capital reform is needed.	Management Reform: Continuing Progress in Implementing Initiatives in the President's Management Agenda (March 2003- GAO-03-556T)	
68	Workforce	Human Capital	Procurement reforms and technological changes have placed unprecedented demands on the acquisition workforce. Contracting personnel are now expected to have a much greater knowledge of market conditions, industry trends, and technical details of the commodities and services they procure.	We believe it is essential for agencies to define the future capabilities needed by the workforce and to contrast these needs with where the workforce is today. Doing so will provide a solid basis for evaluating whether different management tools are needed to meet the needs of the future workforce.	Contract Management: Taking a Strategic Approach to Improving Service Acquisitions (Testimony) (March 7, 2002-GAO-02-499T)	
69	Workforce	Human Capital	Use of these contracts, therefore, demands a higher degree of business acumen and flexibility on the part of the federal acquisition workforce than in the past.	OMB, DoD, GSA continue developing new skills assessments, setting standards for acquisition workforce and coordinating training programs aimed at improving capacity to properly handle growing and increasingly complex workload of service acquisition. (5)(13) (Placed also at Training)		xxvi. GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.
70	Workforce	Performance Evaluation	The government has had long-standing difficulties in managing service contracts and it is clear that agencies are not doing all they can to ensure that they are acquiring services that meet their needs in a timely and cost-effective manner.	Put in place performance management and compensation systems linking performance to agency mission	Contract Management: Services Contracting Trends and Challenges (August 22, 1001 -GAO-01-1074R)	

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71	Workforce	Performance Evaluation		Consider revamping GSA incentive awards based on 1) meeting requirement 2) fair and reasonable price, 3) timeliness & 4) consistency with rule, statutes and regs. (1) (Moved from Govt Organizations)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
72	Workforce	Size	As the number of MAS contracts managed increased, the number of FSS contract specialists remained relatively stable, ranging from 512 in fiscal year 1997 to 503 in fiscal year 2001. In the last 3 years, however, the number of contracting specialists has risen from 540 in fiscal year 2002 to 593 in fiscal year 2004. As a result, more contract negotiators are available to negotiate and administer an increasing workload. (3)		Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)	
73	Workforce	Size	Following a decade of workforce downsizing and curtailed investment in their people, federal agencies currently face skills, knowledge, and experience imbalances. (23)	Without corrective action, these imbalances could worsen given the number of federal civilian workers who will become eligible to retire in the next few years.	Contract Management: Improving Services Acquisition (November 1, 2001 – GAO-02-179T)	
74	Workforce	Size	Cause of some of DoD's problems with use of interagency contracts include increasing demands on the acquisition workforce, insufficient and inadequate training. (5) (Placed also in Training)	Effectively addressing interagency contract management challenges will require agency management to commit the necessary time, attention, and resources, as well as the executive branch and the Congress to enhance their oversight.	GAO's 2005 High Risk Update-Testimony (February 2005- GAO-05-350T)	
75	Workforce	Size	Human capital shortfalls erode ability of many agencies to perform their missions	OMB's support will be needed as agencies identify targeted investment opportunities to address human capital shortfalls. Over time, comprehensive human capital reform is needed.	Management Reform: Continuing Progress in Implementing Initiatives in the President's Management Agenda (March 2003- GAO-03-556T)	
76	Workforce	Size	DoD issue: contracting workload increased 12 percent, but workforce reduced by about half over the same period. (23)	A key element in addressing this situation is workforce training.	Contract Management: Improving Services Acquisition (November 1, 2001 – GAO-02-179T)	
77	Workforce	Size	Capacity Issue - Smaller acquisitions streamlined, but large acquisitions remain complex. Agencies don't have right people with right skills. (23) (Moved from Training)	A key element in addressing this situation is workforce training.	Contract Management: Improving Services Acquisition (November 1, 2001 – GAO-02-179T)	
78	Workforce	Training	Improved training on proper use of Schedule contracts and obtaining competition in placing orders requires immediate attention. Issues include lack of understanding on scope of schedule contracts and individual schedules (1)	Training initiatives should be done on a Government-wide basis, and conducted jointly between the GSA, the Government customers and private industry. (1)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
79	Workforce	Training	Industry is willing and able to do the marketing of their Schedules/GWAC offerings. What is needed is a focus on training customer agencies (and industry partners) on how to properly use these vehicles.	The focus of GSA's "Marketing Program" resources and efforts with regard to GSA Schedules and GWACs should be directed fundamentally at training customer agencies on how to use the GSA Programs (FSS, FTS, and PBS) properly. (1)	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on Government Reform, Hearing on General Services Administration Operations (March 16, 2004)	
80	Workforce	Training	Personnel responsible for surveillance are insufficiently trained. (2)	DOD require properly trained surveillance personnel be assigned to service contracts by the date of contract award.	Contract Management: Opportunities to Improve Surveillance on Department of Defense Service Contracts (March 2005- GAO-05-274)	
81	Workforce	Training	Agencies unable to take full advantage of new approaches due to inadequate training. (16)	Proper training.	Federal Procurement: Spending and Workforce Trends (April 2003 - GAO-03-443)	

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82	Workforce	Training	In DoD – standard training not in time or not in enough depth; other agencies have not identified core training requirements. (23)	OMB, DoD, GSA continue developing new skills assessments, setting standards for acquisition workforce and coordinating training programs aimed at improving capacity to properly handle growing and increasingly complex workload of service acquisition. (5)(13) (Placed also at Workforce)	GAO's 2005 High Risk Update-Testimony (February 2005- GAO-05-350T)	
83	Workforce	Training	Lack of proper training, guidance, and internal controls on schedule use increases agency's procurement risk and reduces public confidence. (16) (moved from Oversight, placed also in Policy)	Proper training.	Federal Procurement: Spending and Workforce Trends (April 2003 - GAO-03-443)	
84	Workforce	Training	Cause of some of DoD's problems with use of interagency contracts include increasing demands on the acquisition workforce, insufficient and inadequate training" (5) (Placed also in Workforce)	A key element in addressing this situation is workforce training.	GAO's 2005 High Risk Update-Testimony (February 2005- GAO-05-350T)	
85	Workforce	Training	Acquisition workforce needs higher degree of business acumen & flexibility than in past. (5) (Moved from Workforce)	A key element in addressing this situation is workforce training.	GAO's 2005 High Risk Update-Testimony (February 2005- GAO-05-350T)	
86	Workforce	Training	The government has had long-standing difficulties in managing service contracts and it is clear that agencies are not doing all they can to ensure that they are acquiring services that meet their needs in a timely and cost-effective manner.	Have training program that provides workforce with right skills and tools	Contract Management: Services Contracting Trends and Challenges (August 22, 1001 -GAO-01-1074R)	
87	Workforce	Training	Our review found GSA FSS is taking steps to improve the internal controls over the negotiation, award and administration of services contracts. FSS is conducting training for its contracting personnel, including services contracts.			xxiv. Report Number A000897/F/3/V01002, GSA Regional Inspector General for Auditing (JA-3), January 9, 2001, Limited Audit of Federal Supply Services Contracting for Services Under Multiple Award Schedule Contracts.
88	Workforce	Training	Orders that were issued using an exception to the fair opportunity process, including orders placed that were not supported by adequate justification.	Both the Secretaries of Veterans Affairs and Health and Human Services should review the guidance and training provided to their contracting officials to ensure that the regulations are properly understood and applied. {xxv}		xxv. GAO-03-983, August 2003, CONTRACT MANAGEMENT, Civilian Agency Compliance with Revised Task and Delivery Order Regulations.
89	Workforce	Training	Years of downsizing and curtailed investments in human capital have produced serious imbalances in the skills and experience of the acquisition workforce, and, in effect, created a retirement-driven talent drain. (23)	A key element in addressing this situation is workforce training.	Contract Management: Improving Services Acquisition (November 1, 2001 – GAO-02-179T)	
90	Workforce	Training - Knowledge Sharing		BEST PRACTICES. Establishing a "best practices clearinghouse" sponsored by Government and industry for dissemination of information regarding Schedule contracting, including the treatment of ODCs. (1)	Testimony of the Contract Services Association of America (CSA) Before Committee on Government Reform, Hearing on GSA Operations (March 16, 2004)	

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LINE	TOPIC AREA	SUBTOPIC	GAO/IG/TESTIMONY ISSUES AND FINDINGS	GAO/IG/TESTIMONY RECOMMENDATION	SOURCE #1	SOURCE #2
91	Workforce		Four areas for improvement in strategic human capital management:		Management Reform: Continuing Progress in Implementing Initialives in the President's Management Agenda (March 2003- GAO-03-556T)	
92	Workforce		Procurement reforms and technological changes have placed unprecedented demands on the acquisition workforce. Contracting personnel are now expected to have a much greater knowledge of market conditions, industry trends, and technical details of the commodities and services they procure. It is essential for agencies to define the future capabilities needed by the workforce and to contrast these needs with where the workforce is today. Doing so will provide a solid basis for evaluating whether different management tools are needed to meet the needs of the future workforce.	Essential to define future capabilities needed by workforce and contrast these needs with where workforce is today. Focus on:	Contract Management: Taking a Strategic Approach to Improving Service Acquisitions (Testimony) (March 7, 2002-GAO-02-498T)	

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	Source #1					
	Testimony of Vic Avetissian, Northrop Grumman Corp, Chairman of Public Policy Council for the Contract Services Association of America (CSA); Testimony Before Committee on					
	Contract Management: Opportunities to Improve Surveillance on Department of Defense Service Contracts (March 2005- GAO-05-274)					
	Contract Management: Opportunities to Improve Pricing of GSA Multiple Award Schedules Contracts (February 2005- GAO-05-229)					
	Proper Use of Non-DoD Contracts; Memorandum for DoD Distribution, October 29, 2004					
	GAO's 2005 High Risk Update-Testimony (February 2005- GAO-05-350T)					
	High Risk Series: An Update (January 2005 - GAO-05-207)					
	Best Practices: Using Spend Analysis to Help Agencies Take a More Strategic Approach to Procurement, (September 2004 - GAO-04-870)					
	Contract Management: Guidance Needed to Promote Competition for Defense Task Orders (July 2004 - GAO-04-874) http://www.gao.gov/cgi-bin/getrpt?GAO-04-874					
	Information Technology: DOD's Acquisition Policies and Guidance Need to Incorporate Additional Best Practices and Controls (July 2004-GAO-04-722)					
	Contract Management: Impact of Strategy to Mitigate Effects of Contract Bundling on Small Business is Uncertain (May 2004 - GAO-04-454)					
	Contract Management: Restructuring GSA's Federal Supply Service and Federal Technology Service (Testimony) (October 2003 - GAO-04-132T)					
	Contract Management: High-Level Attention Needed to Transform DoD Services Acquisition (September 2003 - GAO-03-935)					
	Contract Management: Civilian Agency Compliance with Revised Task and Delivery Order Regulations (August 2003 - GAO-03-983)					
	Best Practices: Improved Knowledge of DoD Service Contracts Could Reveal Significant Savings (June 2003 - GAO-03-661)					
	Contract Management: Reporting of Small Business Contract Awards Does Not Reflect Current Business Size (May 2003 - GAO-03-704T)					
	Federal Procurement; Spending and Workforce Trends (April 2003 - GAO-03-443)					
	Small Business Contracting: Concerns About the Administration's Plan to Address Contract Bundling Issues (Testimony) (March 2003 - GAO-03-559T)					
	Management Reform: Continuing Progress in Implementing Initiatives in the President's Management Agenda (March 2003- GAO-03-556T)					
	Contract Management: Interagency Contract Program Fees Need More Oversight (July 2002- GAO-02-734)					
	Contract Management: Roles and Responsibilities of the Federal Supply Service and Federal Technology Service- Testimony (April 2002-GAO-02-560T)					
	Contract Management: Taking a Strategic Approach to Improving Service Acquisitions (Testimony) (March 7, 2002-GAO-02-499T)					
	Contract Bundling - A Strategy for Increasing Federal Contracting Opportunities for Small Business (October 2002--QFPP)					
	Contract Management: Improving Services Acquisition (November 1, 2001 - GAO-02-179T)					
	Contract Management: Services Contracting Trends and Challenges (August 22, 2001 -GAO-01-1074R) http://www.gao.gov/new.items/d011074r.pdf					
	Source #2					
	[i] GAO-04-874, July 2004, CONTRACT MANAGEMENT, Guidance Needed to Promote Competition for Defense Task Orders.					
	[ii] GAO-04-874, July 2004, CONTRACT MANAGEMENT, Guidance Needed to Promote Competition for Defense Task Orders.					
	[iii] GAO-04-874, July 2004, CONTRACT MANAGEMENT, Guidance Needed to Promote Competition for Defense Task Orders					
	[iv] GAO-01-125, November 2000, CONTRACT MANAGEMENT, Not Following Procedures Undermines Best Pricing Under GSA's Schedule.					
	[v] GAO-01-125, November 2000, CONTRACT MANAGEMENT, Not Following Procedures Undermines Best Pricing Under GSA's Schedule					
	[vi] GAO-01-125, November 2000, CONTRACT MANAGEMENT, Not Following Procedures Undermines Best Pricing Under GSA's Schedule					
	[vii] GSA IG, December 14, 2004, Compendium of Audits of the Federal Technology Service Regional Client Support Centers.					
	[viii] Alert Report on Audit of Federal Technology Service's Client Support Centers, Report Number A020144/T/5/W03001, Regional Inspector General for Auditing, Great Lakes Region (JA-5), March 6, 2003.					
	[ix] DoD IG Report n. D-2001-189, September 30, 2001, Multiple Award Contracts for Services.					
	[x] GAO-04-605, June 2004, REBUILDING IRAQ, Fiscal Year 2003 Contract Award Procedures and Management Challenges.					
	[xi] GAO-03-983, August 2003, CONTRACT MANAGEMENT, Civilian Agency Compliance with Revised Task and Delivery Order Regulations.					
	[xii] GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.					
	[xiii] Assignment No. W-EV-OSS-0075-2004, Department of the Interior Inspector General, July16, 2004, Review of 12 Procurements Placed Under General Services Administration Federal Supply Schedules 70 and 871 by the National Business Center.					
	[xiv] GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.					
	[xv] GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.					
	[xvi] Assignment No. W-EV-OSS-0075-2004, Department of the Interior Inspector General, July16, 2004, Review of 12 Procurements Placed Under General Services Administration Federal Supply Schedules 70 and 871 by the National Business Center.					
	[xvii] Report Number A000897/F/3/V01002, GSA Regional Inspector General for Auditing (JA-3), January 9, 2001, Limited Audit of Federal Supply Services Contracting for Services Under Multiple Award Schedule Contracts.					
	[xviii] Report Number A000897/F/3/V01002, GSA Regional Inspector General for Auditing (JA-3), January 9, 2001, Limited Audit of Federal Supply Services Contracting for Services Under Multiple Award Schedule Contracts.					
	[xix] GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.					
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	[xxi] GAO-03-983, August 2003, CONTRACT MANAGEMENT, Civilian Agency Compliance with Revised Task and Delivery Order Regulations.					
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	[xxvii] GAO-05-207, January 2005, HIGH-RISK SERIES, An Update.					
	[xxviii] Report Number A000897/F/3/V01002, Limited Audit of Federal Supply Services Contracting for Services Under Multiple Award Schedule Contracts, GSA Regional Inspector General for Auditing (JA-3), January 9, 2001					